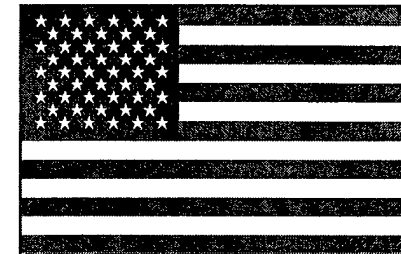


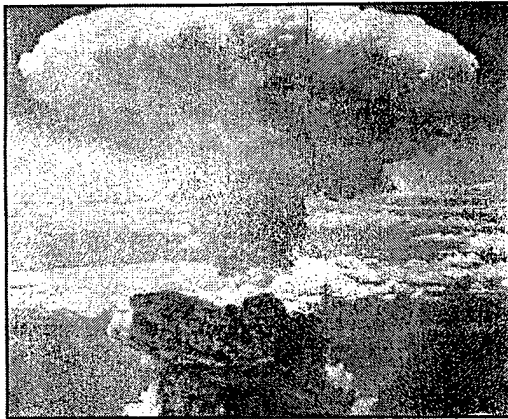
**Presentation to the
National Defense Industrial Association's
9th Annual Special Operations / Low
Intensity Conflict Symposium
18 February 1998**

**Planning Today For
Tomorrow's Realities**

**BG Robert J. St. Onge Jr.
Deputy Director,
Strategy, Plans, and Policy
ODCSOPS, HQDA**



Adapting to a Changing World



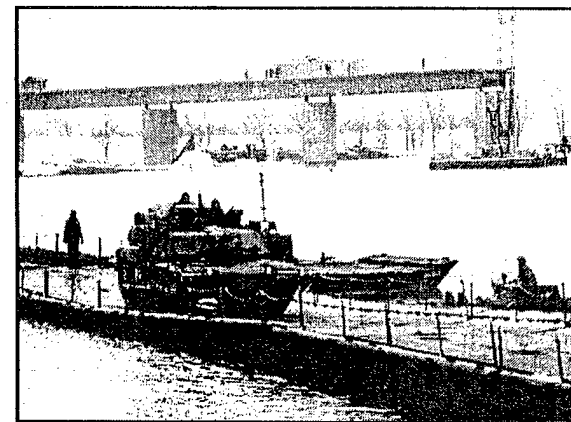
1945



1989



1945-1989



**1989-2010...and
Beyond**

“The security challenges of a largely bipolar world have been replaced with more ambiguous and, in some cases, equally dangerous problems.”

--General John M. Shalikashvili, former CJCS

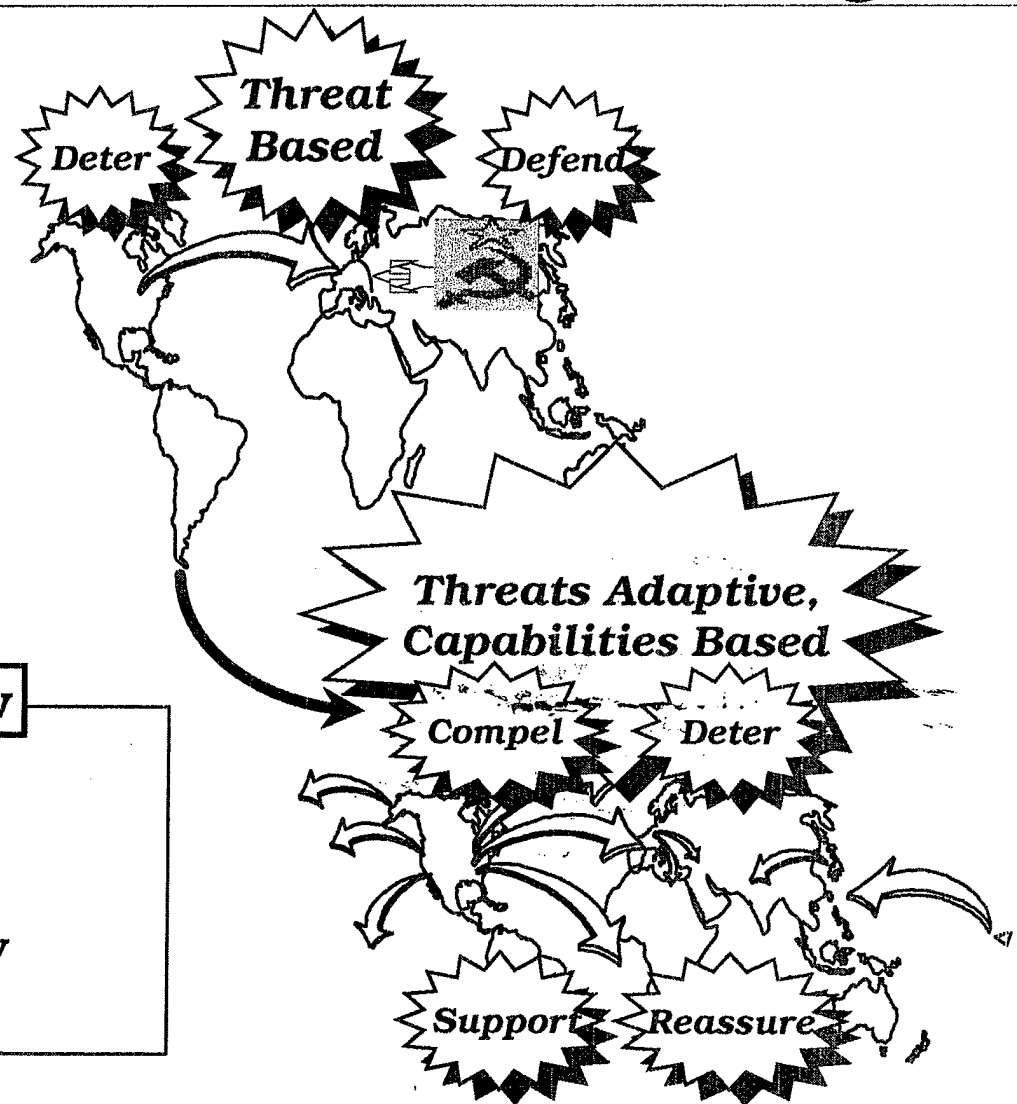
The Strategic Environment Has Changed

Yesterday

- Containment Strategy
- Forward-Based
- Global, Nuclear War Focus
- Monolithic Soviet/WP Threat
- Deter and Defend

Today and Tomorrow

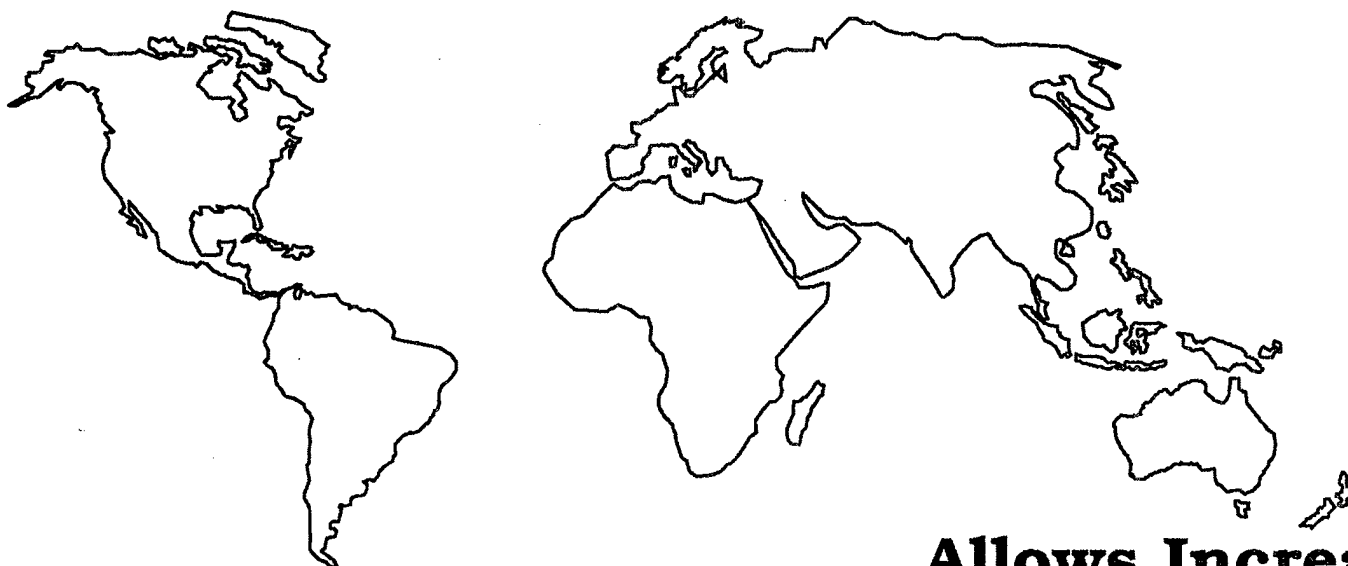
- Engagement Strategy
- Globally Engaged, Strategically Positioned
- Regional Conflict Focus
- Major Regional Competitor Only
- Full Spectrum Force
- Supporting the Nation



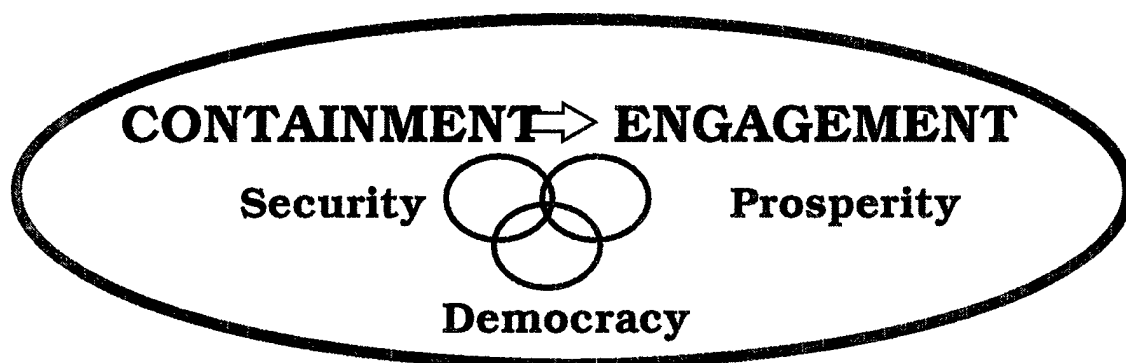
We have changed from a "Threat Based" force to a Full Spectrum "Threats Adaptive, Capabilities Based" force ready for the challenges of today and tomorrow...

Good News

Cold War Victory Ends Threat of Global Hostilities...



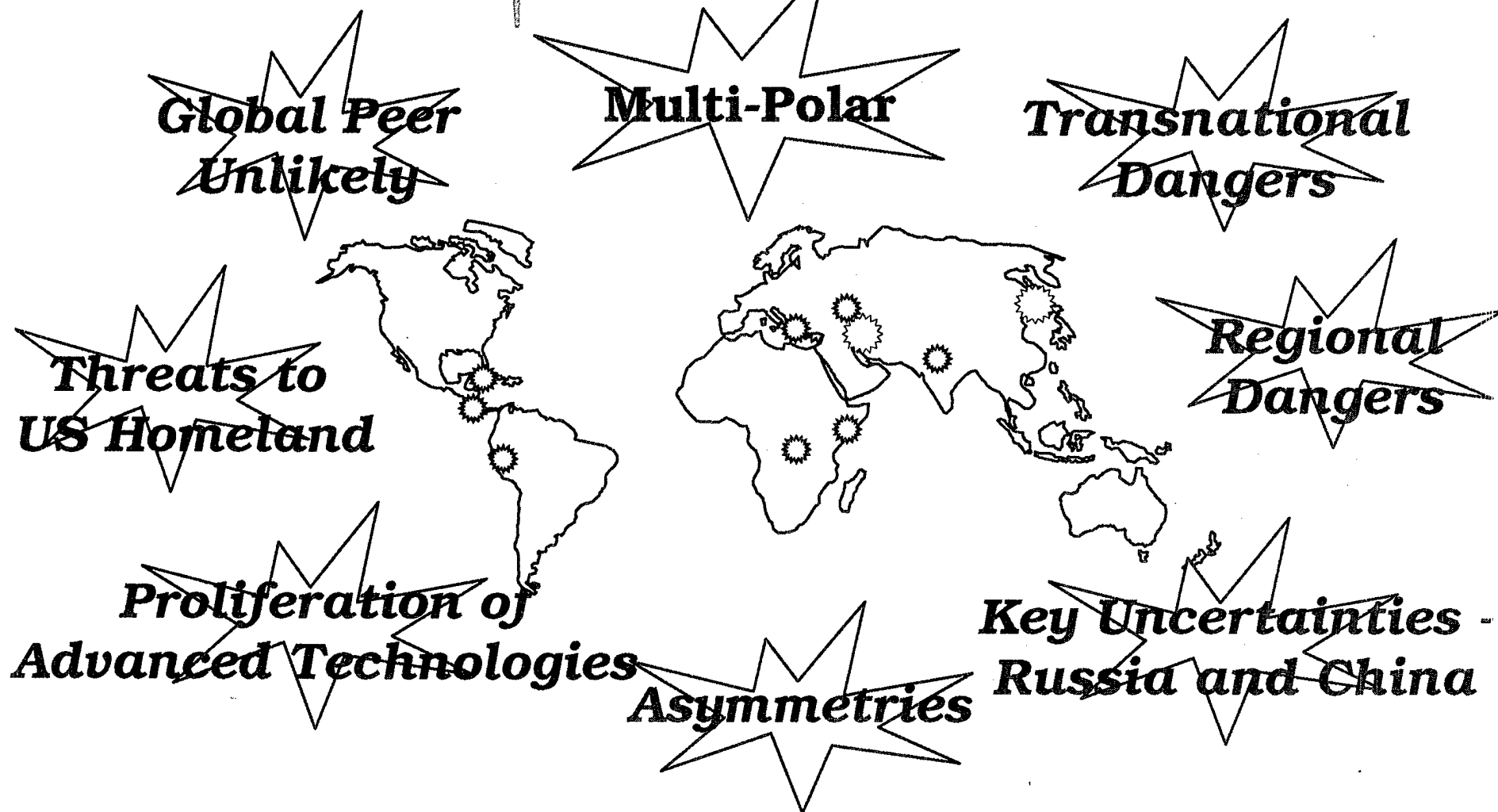
Allows Increased Emphasis On...



- **Planning Regionally**
- **Helping Coalition Partners**
- **Working Multilaterally**
- **Promoting Democratic Institutions**
- **Interagency Coordination**

Bad News

...But The World is Still a Dangerous Place

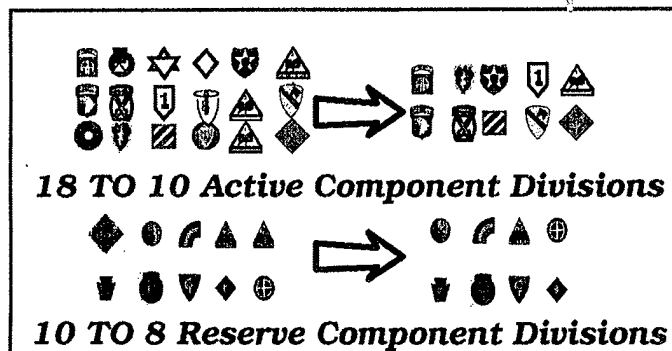


OUR ASSERTION: THE U.S. ARMY HAS BEEN OPERATING IN THE STRATEGIC ENVIRONMENT OF THE 21ST CENTURY SINCE 1989

STRATEGIC FORCE . . . DECISIVE VICTORY

Adapting to a Changing World

Deactivated and Reorganized Units



Personnel Strength (1985-1998):

Active Army -- 781K > 495K
 Reserve/Guard -- 776K > 575K
 Civilians -- 402K > 236K

Readiness:

NTC/JRTC/CMTC/BCTP
 OPTEMPO/PERSTEMPO Up “#@&” %
 16X More Deployments

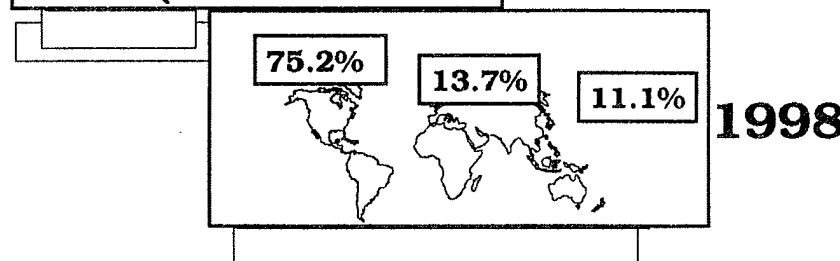
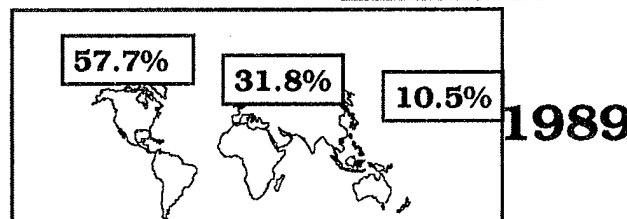
Nuclear Free Force

40% Decrease in Army Budget

US

EUROPE

PACIFIC



European End Strength from 232,000 to 65,000

Base Realignment And Closure (BRAC)

US

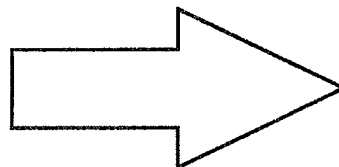
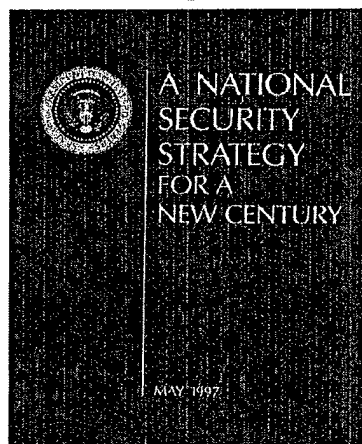
Overseas

84 Bases Closed 660 Bases Returned
 69 Bases Realigned
 Realigned Labs

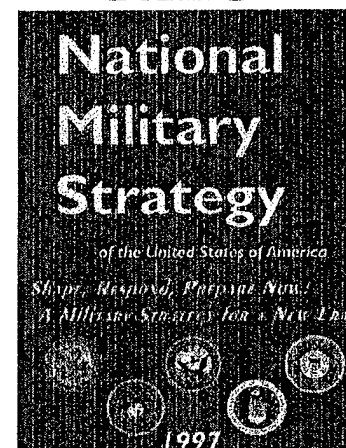
STRATEGIC FORCE . . . DECISIVE VICTORY

The Pillars of Our National Strategy

NSS



NMS



Critical Goals

- **Enhance Security** by
Maintaining A Strong Defense
- **Bolster Prosperity** by Working
to Open Foreign Markets and
Spur Economic Growth
- **Promote Democracy**

Elements of Strategy

- Shape
- Respond
- Prepare Now

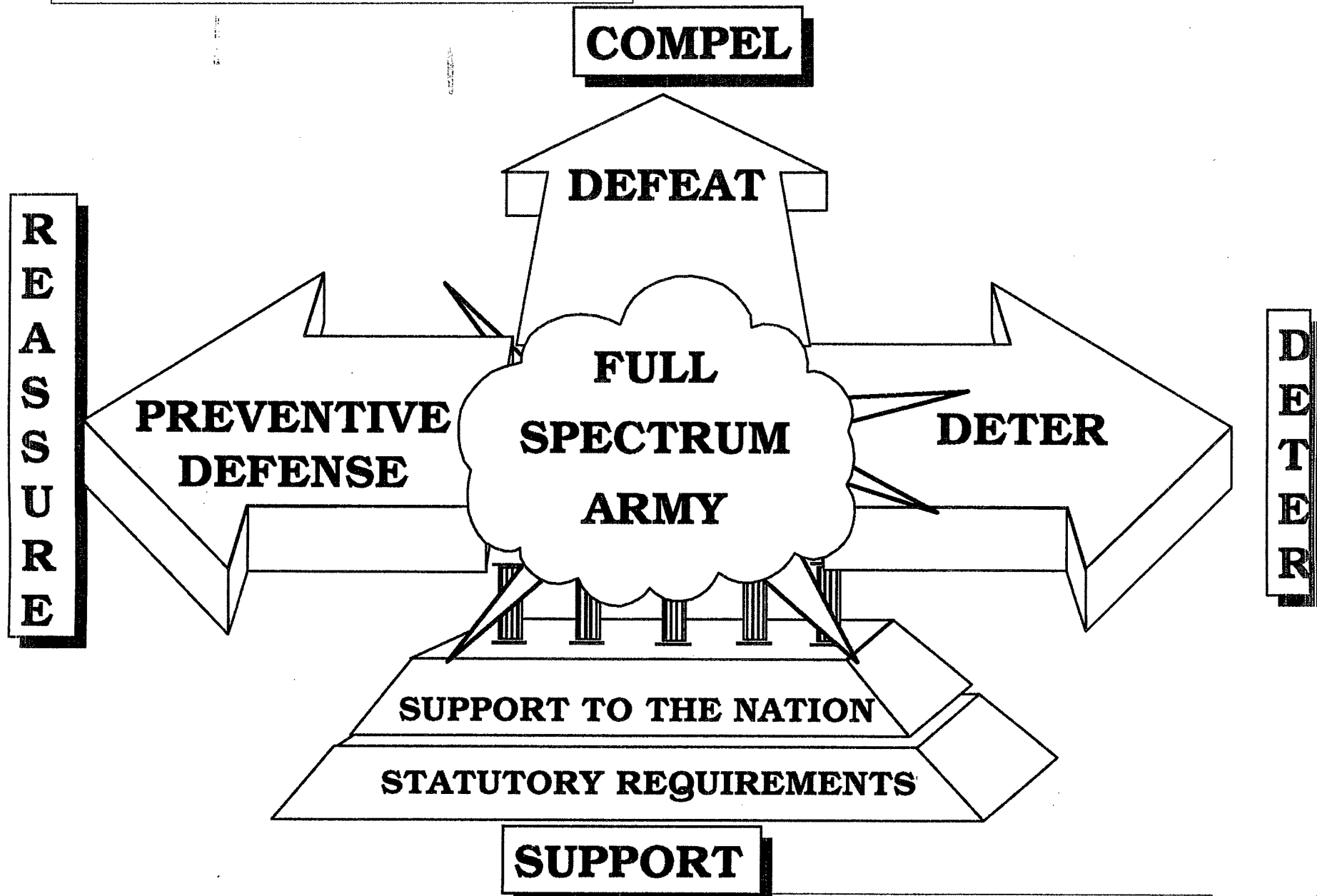
Strategic Concepts

- Strategic Agility
- Overseas Presence
- Power Projection
- Decisive Force

“To be secure and prosperous, America must continue to lead”
-- President William J. Clinton

STRATEGIC FORCE . . . DECISIVE VICTORY

The Army's Roles



STRATEGIC FORCE . . . DECISIVE VICTORY

Reassure Friends and Allies

**Prevent/Reduce
Conflict and Threats**

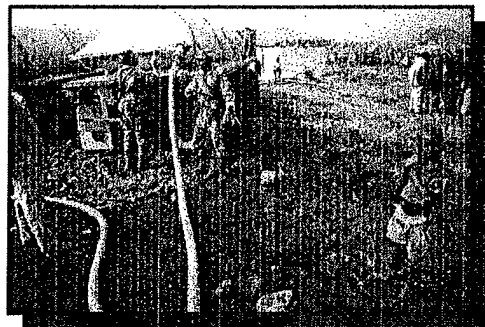
**Counter Proliferation
of Weapons of Mass
Destruction (WMD)**



**Strengthen Cooperative
Defense-to-Defense
Relationships**



Relieve Suffering



Promote Regional Stability



STRATEGIC FORCE . . . DECISIVE VICTORY

Deter Aggression and Coercion

Why Deterrence Works Today

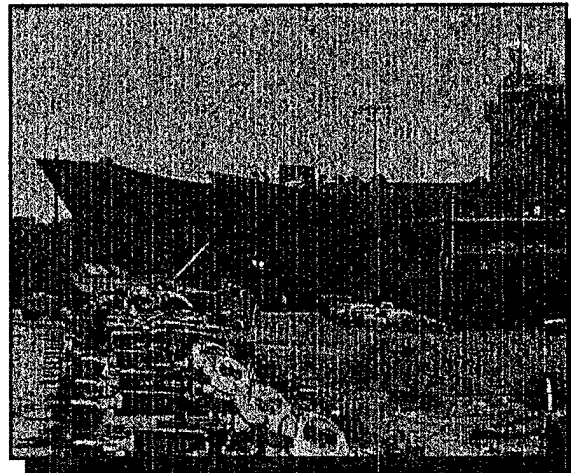
Demonstrated Capabilities



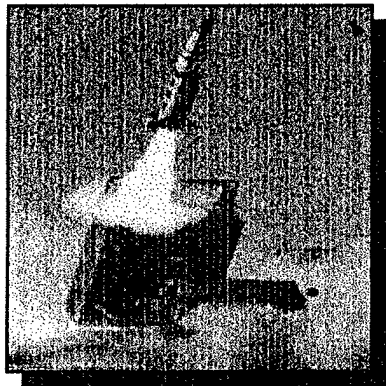
Operational Doctrine



Power Projection Capabilities



Technological Edge



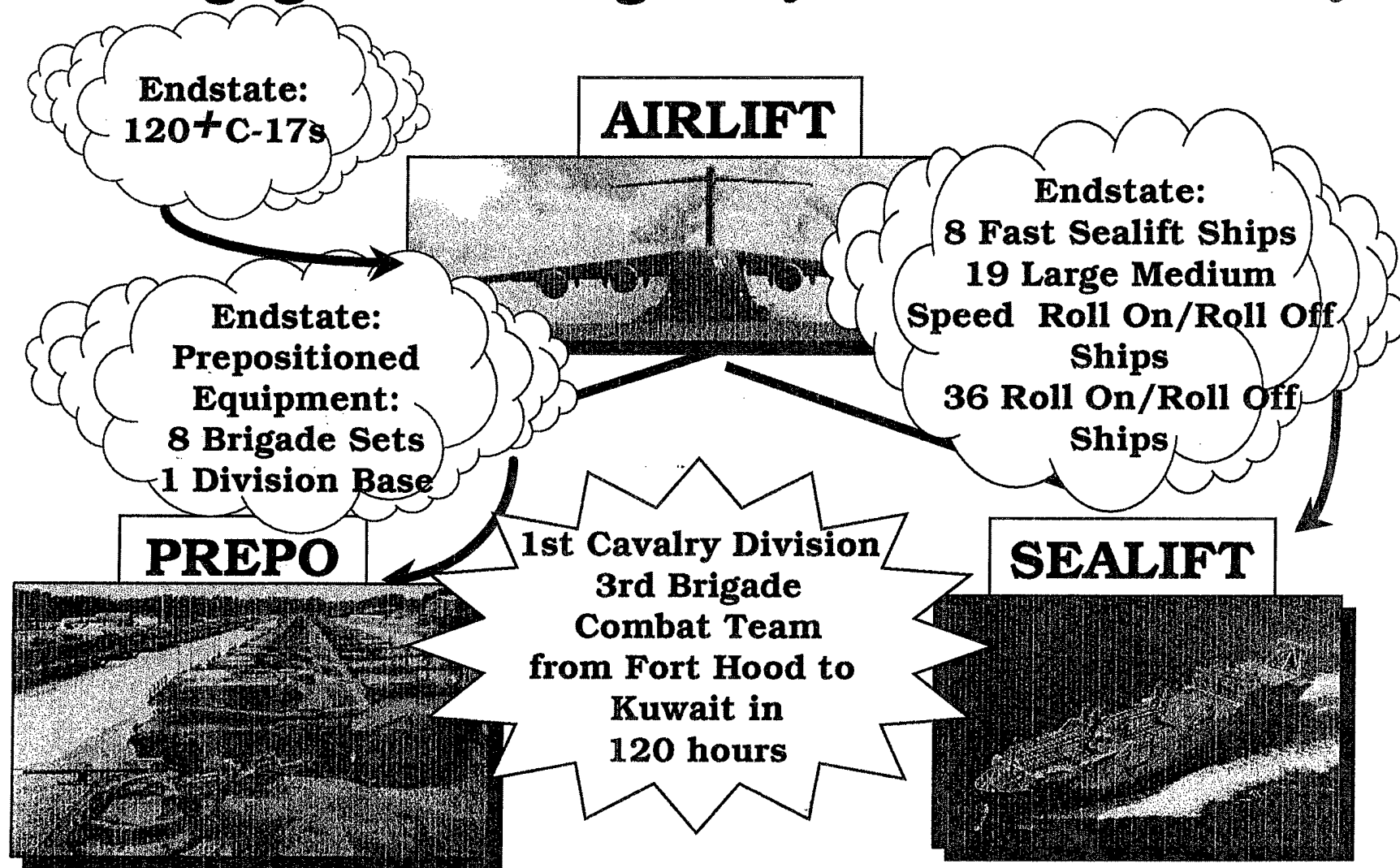
Peacetime Engagement



STRATEGIC FORCE . . . DECISIVE VICTORY

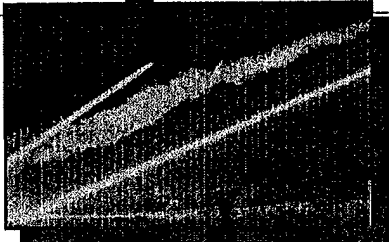
The Strategic Mobility Triad

**Global Flexibility for a Globally
Engaged, Strategically Positioned Army**



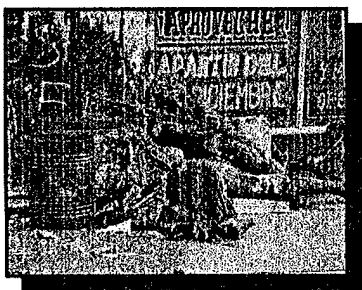
STRATEGIC FORCE . . . DECISIVE VICTORY

Compel Our Enemies



- Prompt and Sustained Land Combat

- Full Spectrum Dominance

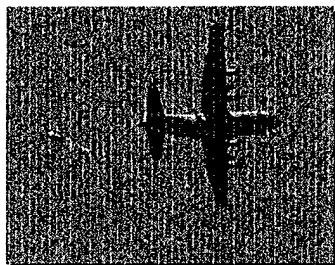


- Appropriate Force Mix

- Operational Overmatch



**- Conduct Major Theater War as
Part of the Joint Team**



**Bottom Line: Purpose of the Army Remains to Fight and
Win Our Nation's Wars As Part of the Joint Team**

STRATEGIC FORCE . . . DECISIVE VICTORY

Support To The Nation



- **Use of Military Resources to Support Critical Domestic Needs**
- **Activities Conducted to Assist Local, State, and Federal Agencies in Emergencies**
- **Continued Improvement and Development of the Nation**

Recent Examples:

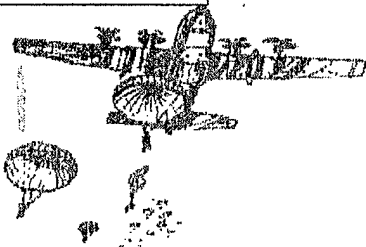
**Hurricanes Marilyn and Fran,
Los Angeles Riots,
Western Wild Fires, Midwest Floods,
Oklahoma City Bombing,
1996 Olympics,
1998 Ice Storms in the Northeast U.S.**



A Versatile Force

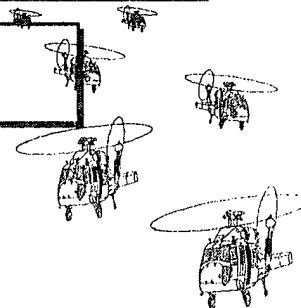
Airborne

- Forced entry ...18 hour notice ... wheels up
- Embedded anti-tank capability
- Clear demonstration of U.S. resolve



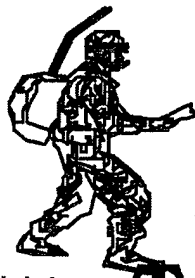
Air Assault

- Forced entry...early entry
- Covering force capabilities
- Great anti-tank
- Deep strike ... deep maneuver ... simultaneous operations



Light

- Deployable in 200+ C17 equivalents
- Close combat ... day/night ... all weather... all terrain
- Relatively high shooter to supporter ratio



Tailored Capabilities

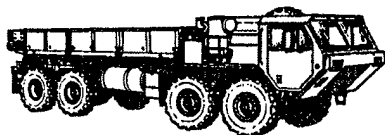
Special Operations

- Train and assist foreign military forces
- Perform special reconnaissance
- Counterterrorism
- Direct Action Missions
- Civil Affairs and PSYOPS



Combat Service Support

- Sustain and Support Army missions from warfighting to disaster relief
- Total Asset Visibility
- Modular Logistics Units
- Versatile, Flexible, and Robust



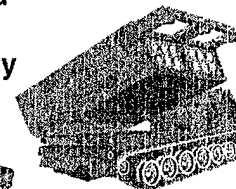
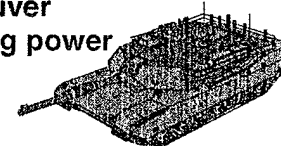
Reserves / National Guard

- Essential Component of the Total Army Force
- Augments essential capabilities not found in the active force
- Increasingly important role in peacetime engagement missions



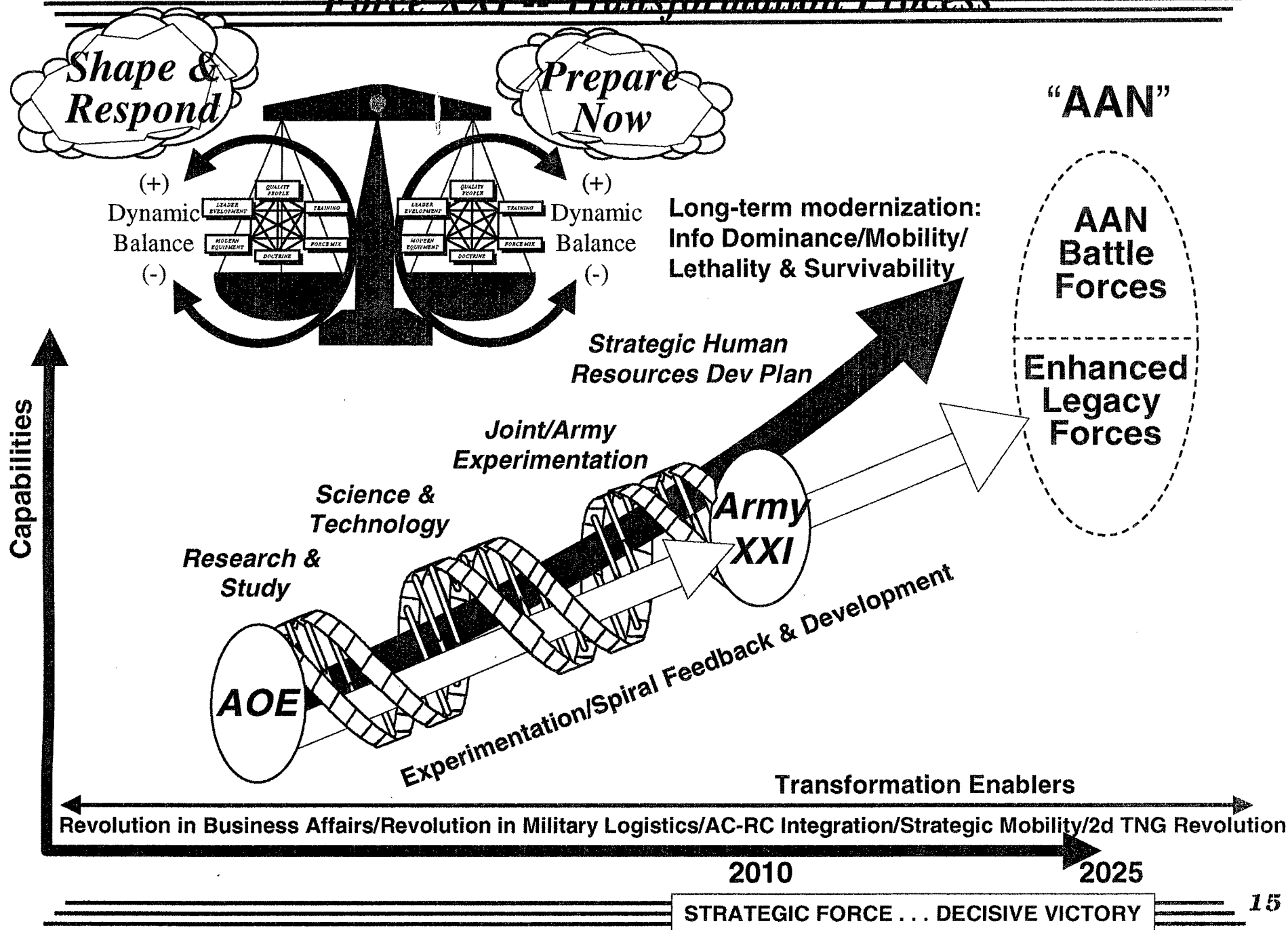
Heavy

- Decisive Corps of U.S. military power... mass and momentum
- Improved strategic mobility
- Deep fires and deep maneuver
- Staying power



STRATEGIC FORCE . . . DECISIVE VICTORY

Force XXI -- Transformation Process



The Army Vision

- **A full spectrum force--trained and ready for victory. A Total Force of quality soldiers and civilians.**
- **A values-based organization**
- **An integral part of the Joint Team**
- **Equipped with the most modern weapons and equipment the Country can provide**
- **Able to respond to our Nation's needs**
- **Changing to meet challenges of today . . . tomorrow . . . and the 21st Century**